

Department of General Services

FY11

Contribution to Montgomery Results

- A responsive and Accountable County Government
- An Effective and Efficient Transportation Network
- Health and Sustainable Communities
- A Strong and Vibrant Economy

Department of General Services At-A-Glance

What DGS Does	How Much
<u>In General</u> Provides Government-to-Government services which permit other government departments and agencies to devote their time to their core mission.	<ul style="list-style-type: none"> ▪ 442 positions ▪ 429.7 Work Years ▪ \$93,160,947 Budget all non-CIP funds ▪ \$419,805,508 CIP Budget
<u>Fleet Management Services</u> Plans for, acquire, maintain, and dispose of the County's motor vehicles, buses, heavy equipment, and other vehicular equipment for all County agencies.	<ul style="list-style-type: none"> ▪ Internal Service Fund - \$58,903,111.14 ▪ 199 Positions ▪ 199 Work Years
<u>Facilities Maintenance and Management Services</u> Plans for and implements a comprehensive program for delivery of building-related maintenance and services for all County agencies.	<ul style="list-style-type: none"> ▪ PSP - \$21,619,569.60 ▪ CIP – \$1,675,816.55 ▪ 105 Positions ▪ 104.7 Work Years
<u>Building Design and Construction</u> Oversees and implements the Building Capital Improvements Program which includes the development of strategic plans for Countywide operations, and the planning, design, and construction of new and remodeled buildings and structures for County agencies and other venues owned by the County.	<ul style="list-style-type: none"> ▪ CIP – \$188,113,448.15 ▪ 41 positions ▪ 40.5 Work Years

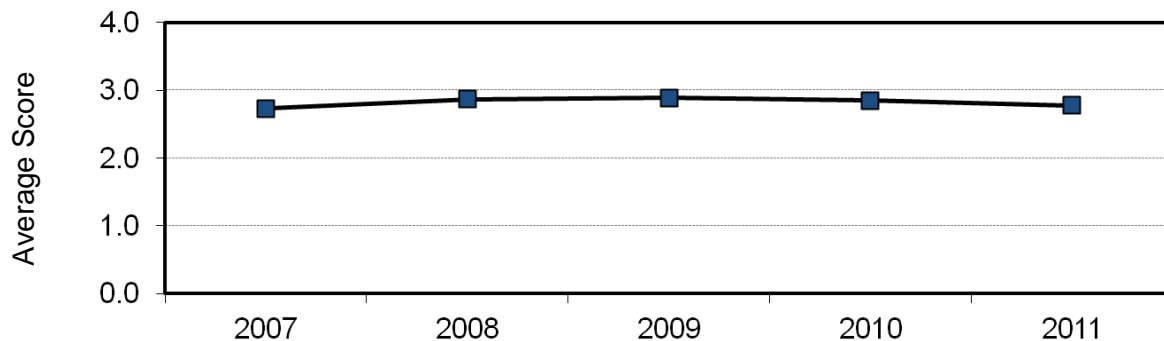
What DGS Does	How Much
<p><u>Central Duplicating, Imaging, Archiving, and Mail Services</u></p> <p>Provides document management through high speed coping and reproductive services, archiving, electronic copying and storage, inter-office mail delivery and U.S. Postal services for all County agencies and selectively approved other quasi-government entities</p>	<ul style="list-style-type: none"> ▪ Internal Service Fund budget \$6,685,025.63 ▪ 30 positions ▪ 30 work years
<p><u>Procurement</u></p> <p>Acquires all goods, services, and construction necessary to carry out the functions of County government in the most cost-effective and timely manner consistent with required specifications and established procurement policies.</p> <p>Develops, implements, and provides purchasing services for goods, services, and legally defensible competitive manner to all County agencies, vendors/contractors, business and resident communities, and when applicable, other jurisdictions (cooperative procurements).</p>	<ul style="list-style-type: none"> ▪ Budget \$2,218,664.01 ▪ 30 positions ▪ 28.8 work years
<p><u>Real Estate</u></p> <p>Provides for leasing, site acquisition and disposition, space management, and site evaluation for all County Agencies and other venues owned or leased by the County.</p>	<ul style="list-style-type: none"> ▪ Budget \$918,470.71 ▪ NDA \$20,945,540.00 ▪ 7 positions ▪ 7 work years
<p><u>Office of Business Relations and Compliance</u></p> <p>Provides for the increased participation in County contracts by small and local business as well as those owned by minority, female and disabled persons. In addition, ensures that workers employed by County contractors are paid a fair and equitable wage.</p>	<ul style="list-style-type: none"> ▪ PSP - \$ 416,222.19 ▪ 5 positions

Cross-cutting Departmental Efforts

Measure#1: Customer Satisfaction

Performance

Average Customer Satisfaction Score - Average score given to all Department of General Services operations in a survey of managers across Montgomery County government



The Story Behind the Performance

Contributing Factors

- Proper “customer service is what we do” attitude
- Streamline business processes so they only target critical steps and then use technology to assist in speeding up the processes
- Provide realistic expectations and meet them

Restricting Factors

- Shortage of staffing to provide services (vacant or lapse positions)
- Budget limitations for business process assessment and technological development

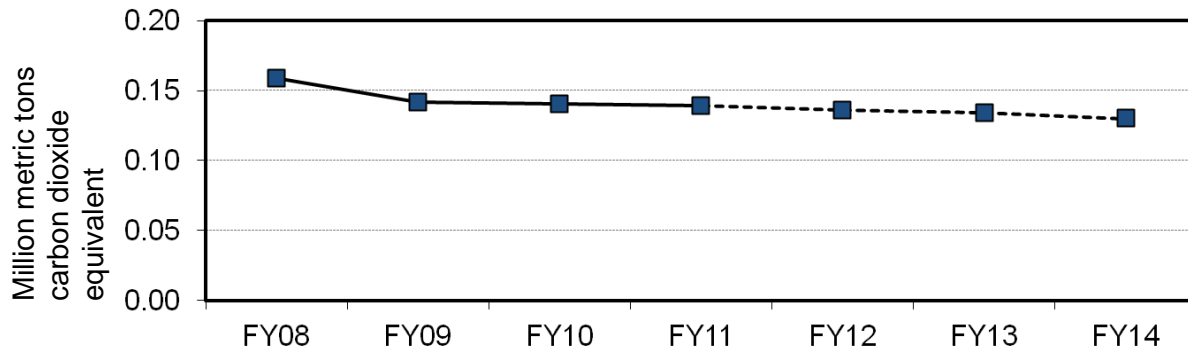
What We Propose to do to Improve Performance

- Require Customer Service training for all employees
- Lead by example with management
- Screen all level of new employees for customer service orientation
- Listen to our customers on ways to improve our processes and make them more customer-friendly
- Incorporate technological improvements to make processes quicker and more predictable from customers’ perspective (finding an efficient way to say “yes we can”)

Measure#2 : Environmental Stewardship

Performance

Carbon footprint from Facilities and Fleet Operations
(in million metric tons carbon dioxide equivalent)



Strategy to implement measure

- Emissions from Fleet Operations
 - DGS is working with DEP. Note that the County currently tracks emissions from fleet operations based on fuel consumption data provided by Fleet. For FY 2005 fleet operations were responsible for .036 MMCO2E increasing to .037 MMCO2E in 2006
 - The County does not currently track employee commutes, emission of gases from equipment and processes onsite (e.g., spray cans and A/C system leakage), changes in tree canopy on County facilities ect. These sources are not easy to incorporate, but with appropriate consultant help and data sources can be incorporated
- Emissions from Building Energy Consumptions
 - DGS is currently reviewing collections data to extract meaningful details in order to determine best targets for lower emissions

The Story Behind the Performance

Contributing Factors

- Factors that reduce energy consumption
 - Retrofit existing buildings
 - Building design and construction standards
 - Write leases to include higher energy standards
 - Purchase through environmental sensitive sources (wind power, etc)
 - Replace existing systems with solar, wind, impeller driven modes

- Pursue partnerships and performance contracts focused on improving energy consumption
- Reduced energy consumption through light discipline, eliminating space heaters and purchasing low consumption electronic devices (copiers, printers, PC's, mechanical systems, etc.)
- Factors that reduce vehicle consumption
 - Hybrids
 - Increase percentage of hybrids in fleet
 - Actively seek hybrid options for all classes of vehicles
 - Smaller fleet
 - Eliminate excess vehicles held in reserve
 - Eliminate underutilized vehicles
 - Alternative fuels
 - Use clean diesel and bio-diesel to reduce impact of existing vehicles
 - Purchase vehicles with the intent of using alternative fuels

Restricting Factors

- Budget limits and economic pressures
- Technical training for construction design and build staff, and trades staff
- Some technology is untested which requires us to be more aggressive while also being willing to change course if the technology does not meet expectations

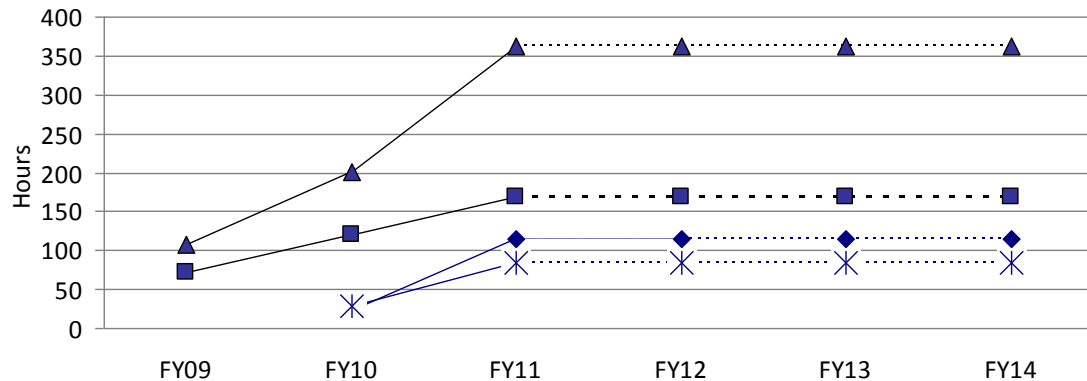
What We Propose to do to Improve Performance





- See contributing factors above
- Provide Leadership in Energy and Environmental Design (LEED) training to all technical staff in the Division tasked with construction, remodeling, and maintenance.
- Install sensors in more County buildings which will turn out lights when offices are unoccupied. (this effort is in progress in the EOB and COB)
- Continue to work with DTS to find the right solution for turning off computers and office equipment during off hours.
- Upgrade the Energy Management System (EMS) to monitor and control energy usage at sub-panel level and during peak consumption and rate periods, while maintaining comfort for workers.

Facilities Management and Maintenance

Measure #3: Hours Offline for Critical Building Systems

Performance



	FY09*	FY10*	FY11	FY12	FY13	FY14
Power 	72	120	169	169	169	169
Elevator 	108	201	363	363	363	363
Heating/Cooling 	N/A	24	114	114	114	114
Water/Sewage 	N/A	28	84	84	84	84

**FY09 data missing Q1 and Q2; FY10 data missing Q2.*

Strategy to implement measure

- We are collecting this information through our EMS, facility staff, and Customer Service calls
- We are recording the number of major systems failures/non-critical failures and the amount of time they were offline and factors which cause delays

The Story Behind the Performance

Contributing Factors

- Proper preventive maintenance program.
- Monitoring equipment through EMS
- Technical training for mechanics and technicians.

Restricting Factors

- Shortage of maintenance vehicles

- More facilities need to be retro-fitted to EMS (monitoring)
- Non-critical calls reported as emergencies
- No control over public utilities: Pepco, Washington Gas, WSSC
- The County has adopted LEED rated design and construction standards requiring maintenance upgrades to maintain ratings
- Budget limitations resulting in infrastructure deterioration
- Lack of skilled staff to provide direct preventive maintenance and emergency services

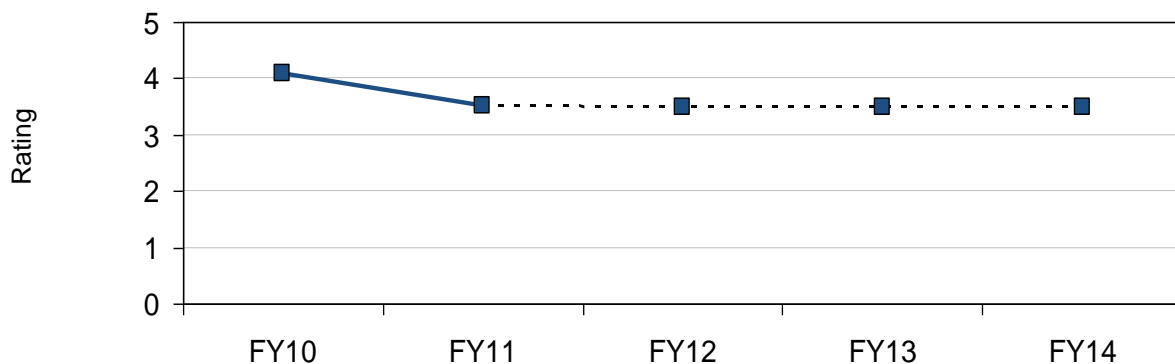
What We Propose to do to Improve Performance

- Assess restructuring the Division to determine services to be assigned to in-house versus outsourcing based on licensure, certifications, skills, equipment, and resources required to service our critical equipment
- Propose upgrades on critical equipment requiring redundancy on incoming feeders, chillers, and control monitoring

Measure #4: Condition of Non-critical Building Systems and Aesthetics

Performance

Customer rating of the aesthetics and comfort of County-maintained buildings



Strategy to implement measure

- Customer satisfaction survey that addresses building comfort and aesthetics specifically. Survey is distributed on a periodic basis by building, geographic location, building type (office buildings, Recreation Centers, swimming pools, entertainment venues, ect.)
- Collect information through our Customer Service calls that record the number of non-critical failures and the amount of time it took to correct

The Story Behind the Performance

Contributing Factors

- Proper housekeeping standards and scheduled services
- Repaint, re-carpet, retile, etc. to replace conditionally deteriorating finishes
- Provide temperature settings that are comfortable to majority of building users
- Be responsive to requests for services that address comfort/non-critical issues
- The use of contract support augments the County's personnel shortfalls and provides the technical expertise/specialization that is not available within the County's workforce. DGS's recent performance in completing maintenance and customer generated service request is due to the contract support that augments the in-house workforce
- An automated maintenance management system (MMS) is essential to maintain oversight, schedule, task, and report on the status of preventive maintenance. A MMS is also critical to the collection, management, and analysis of facility related and deferred maintenance data. The current MMS used by DGS meets basic requirements
- Rely on consultant-generated assessments of 1.2 million square feet of County building space, which provides a "snapshot" of state of the County's facility infrastructure and also provides actionable data that can be integrated into DGS's maintenance management system (MMS)

Restricting Factors

- Satisfaction ratings are anticipated to be lower in FY11, FY12 and FY13 due to necessary curtailment of services to satisfy budget reductions
- Shortage of trained staff in technical areas such as HVAC
- The County has adopted LEED rated design and construction standards requiring maintenance upgrades to maintain ratings
- More facilities need to be retro-fitted to EMS (monitoring) and MMS systems
- Non-critical calls deferred by triage for emergencies which are on the rise due to infrastructure deterioration
- No control over public utilities; Pepco, Washington Gas, and WSSC
- Budget limitations resulting in deteriorating conditions
- As the facility infrastructure ages, and as the separate building systems reach the end of their useful lives, preventive maintenance has less and less impact in preserving system functionality. Corrective maintenance rapidly increases in frequency and severity, and the risk of complete system failure increase dramatically. As the County's population increases, the demand for services also increases. This increased demand creates a commensurate increase in the use and occupancy of the County's public facilities. The visiting public and the supported County Departments both have an expectation of adequate public facilities that provide functional, healthy space to deliver public programs. DGS's ability to provide timely, and complete, preventive maintenance and corrective maintenance is critical in meeting this public/Department expectation

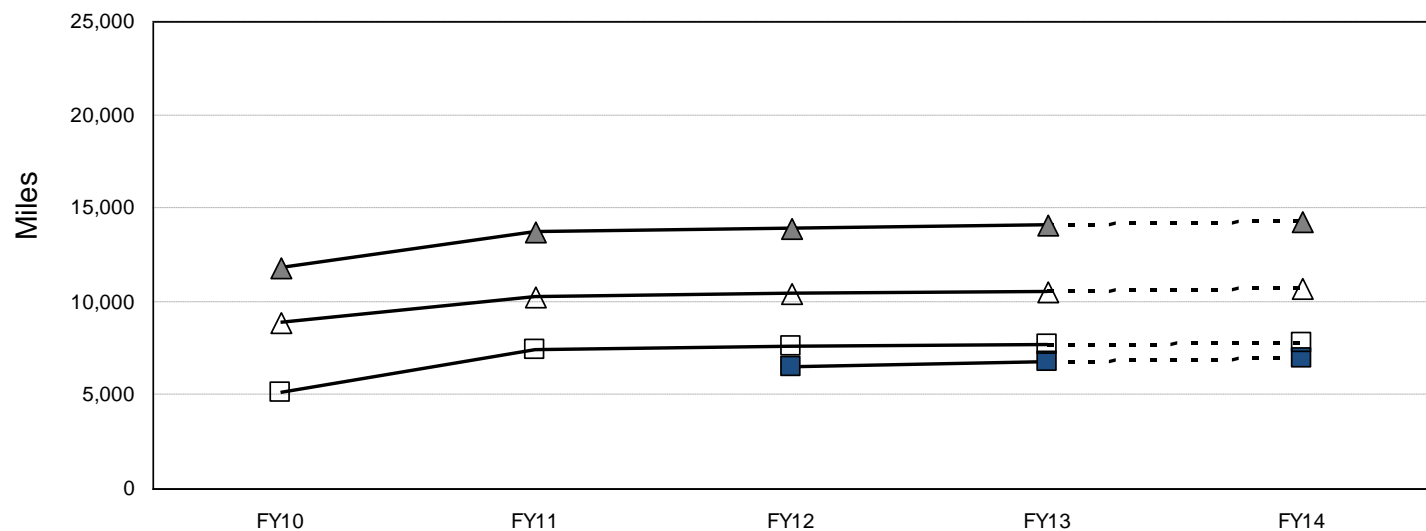
What We Propose to do to Improve Performance





- Hire qualified personnel by working with OHR to develop/modify the County's personnel system so that the County's compensation and classification will allow us to compete in the labor market for skilled/qualified trades personnel
- DGS will work with OMB to request the appropriate level of funds to address annual maintenance requirements, address deferred maintenance to move facilities rated as "poor" to the "fair" or "good" category, and support the needed contractor augmentation to bridge the gap between in-house capability and need
- Improve the EMS and MMS System by upgrading and/or replacing it to improve the Department's ability to track and report on performance data directly related to the timely completion of preventive maintenance items
- Continue to perform facility assessments and integrate the facility data into the Department's MMS to assist in prioritization of work and to improve reporting on facility status and performance
- Create a simple online (intranet) form to track customer satisfaction of work completed.
- Improve communications, distribute a door hanger with brief description of work order status.

FLEET MANAGEMENT SERVICES

Measure #5: Mean Distance (Miles) Between Service Interruptions

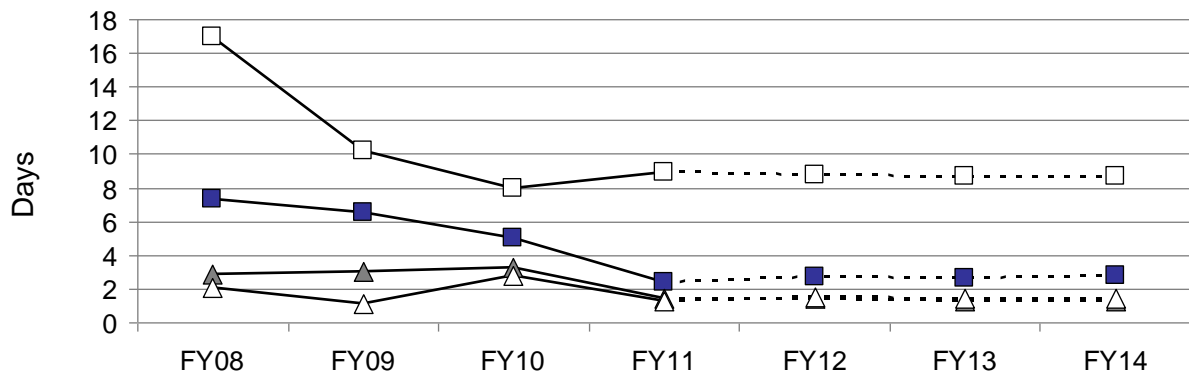
Performance







	FY10	FY11	FY12	FY13	FY14
Transit 	N/A	N/A	6,500**	6,750	7,000
Heavy 	5,100	7,444	7,556	7,669	7,784
Public Safety Light 	11,833	13,696	13,901	14,109	14,320
Administrative Light 	8,926	10,260	10,414	10,570	10,728

Measure refined after FY09 to exclude small or incidental parts failures.

**Transit measure changed for FY12 to use revenue miles comparable to WMATA's approach and mechanical missed trips as documented by Transit Services.

Measure #6: Turnaround Time, Average Number of Days Out of Service**Performance**

	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Transit 	7.3	6.5	5.0	2.4	2.7	2.6	2.8
Heavy 	17	10.2	8.0	8.9	8.8	8.7	8.7
Public Safety Light 	2.9	3.0	3.3	1.4	1.4	1.3	1.3
Administrative Light 	2.1	1.1	2.8	1.3	1.5	1.4	1.4

The Story Behind the Performance**Contributing Factors**

- Maintaining good morale in the work force
- Providing the proper tools, facilities, parts, training, record keeping, compliance, leadership, and funding required to safely maintain the equipment
- Having the support and responsiveness from other departments whom we rely on
- Having reliable and responsive contractors

Restricting Factors

- Previous culture of unresponsiveness to needs of customers and employees
- Non-performing contractors
- Difficulty in soliciting qualified contractors

What We Propose to do to Improve Performance

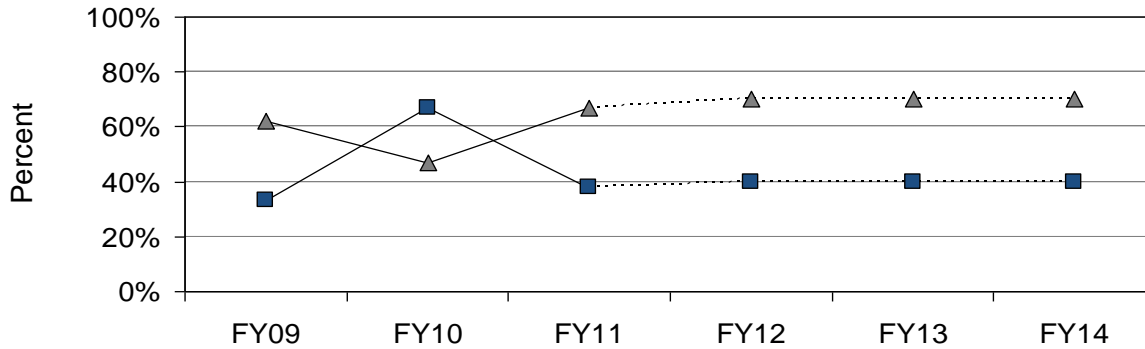
- Improved tracking to distinguish between routine scheduled maintenance and equipment failure attributable to maintenance errors



Building Design and Construction

Measure #7: Percentage of projects Meeting Design and Construction Goals

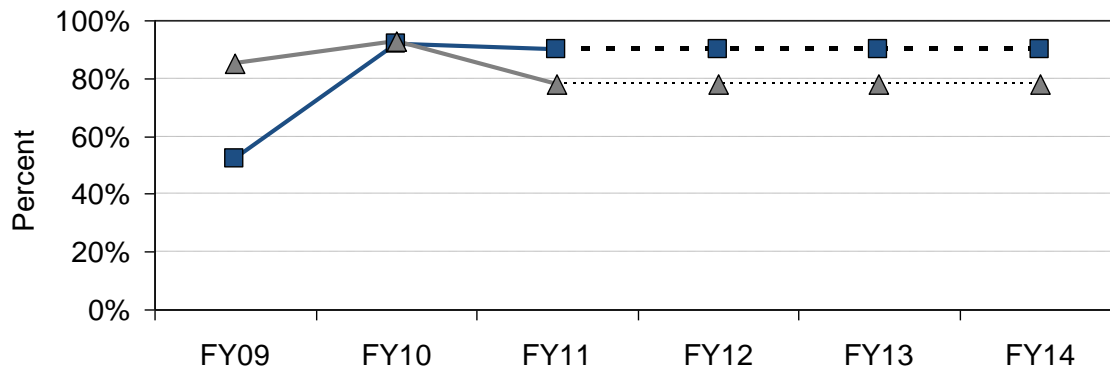
Performance



- Percent of projects meeting initial design and construction timeline



	FY09	FY10	FY11	FY12	FY13	FY14
Design 	33%	67%	38%	40%	40%	40%
Construction 	62%	47%	67%	70%	70%	70%

- Percent of projects meeting initial design and construction costs



	FY09	FY10	FY11	FY12	FY13	FY14
Design 	52%	92%	90%	90%	90%	90%
Construction 	85%	93%	78%	78%	78%	78%

The Story Behind the Performance

Contributing Factors

- Each project is assigned to a Project Manager at the time it is approved (as a Facility Planning project or a Design Project) who preside over the project from creation through completion, providing continuity between design, construction and transfer to Facilities and using departments
- Managers hold bi-weekly progress meetings with Project Managers to determine/resolve project issues
- Project managers prepare monthly status reports, which are reviewed with the Division Chief and Director in separate monthly meetings

Restricting Factors

- Unrealistic project schedules that fail to accurately account for prolonged initial stages of community input, approvals, coordination and permitting (this has a corresponding impact on escalation as scope and time lapses from initial estimates resulting in increasing cost)
- Reductions in the Building CIP program/budget which resulted in the delay/termination of several projects (Pre-Release Kitchen, DOCR Staff Training Center, Clarksburg Fire Station, Kensington Fire Station, 6th District Police Station, North County Depot, North Potomac Recreation Center)
- Inadequate planning for new projects including inadequate accounting for pre-design (period after project is approved until an A/E is under contract) (Glen Echo and Cabin John Fire Station, Data Center, Neighborhood Recreation Centers)
- Inadequate scheduling to include permitting (DPS and Utility reviews)
- Projects approved without necessary predecessors
- Revisions of project scope/POR by client department or others after project is approved (Gaithersburg Library, Silver Spring Library, Animal Shelter)
- Inadequate accounting for pre-design (period after project is approved until an A/E is under contract)
- Coordination challenges with M-NCPPC; Mandatory referral process resulting in project delays
- Inadequate scheduling for coordination with utility companies
- Cooperative projects with entities (developers, WMATA, etc.) that do not share the same goals and schedule commitments as the County (Wheaton Volunteer Rescue Squad)
- Public participation in, and resistance to, many new projects
- Regulatory constraints tend to slow down and raise the cost of the process, such as Reforestation, LEED, Prevailing Wage, and State Stormwater Regulations

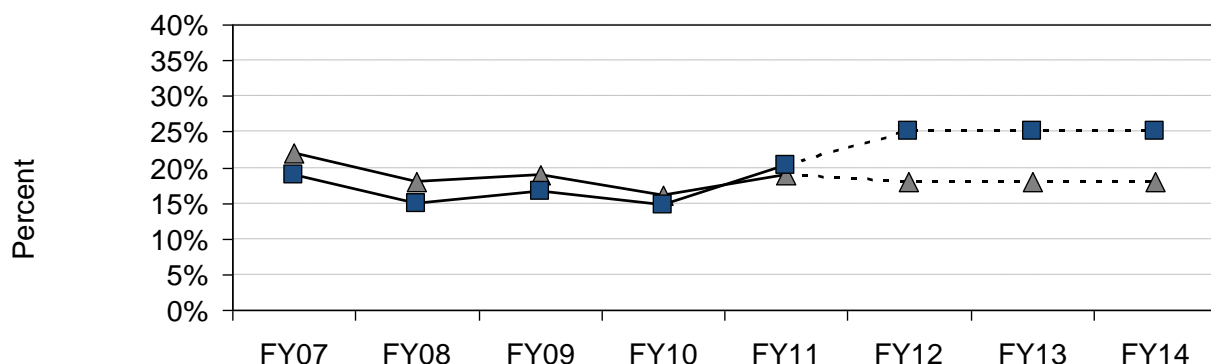
What We Propose to do to Improve Performance

- A new database that will separately track estimated/actual time for completion of the design and construction phases of a project. Once a project is completed, a report will plot actual time against the estimated time as a % of accuracy where 100% is an equal ratio
- Develop a Project Plan for each new project prior to submission of a PDF. This Plan will include a reasonable project schedule and budget. Track changes to the project schedule and expenditures with respect to this predetermined Plan to help project managers respond to delaying and cost-increasing factors
- Develop a parametric database of units costs, apply historic values, and review the cost estimates of our design consultants, all in order to arrive at more accurate estimates of costs
- Recent hiring of a cost estimator to develop a parametric database of unit costs, apply historic values, and review the cost estimates of our design consultants, all in order to arrive at more accurate estimates of costs
- Improve coordination with utility companies to determine ways to avoid delays resulting from their review and approval processes
- Ongoing training of project management staff to become LEED-certified

Business Relations and Compliance

Measure #8: Percentage of Contract dollars Awarded to Minority/Female/Disabled (MFD) and Local Small Business reserve Program (LSBRP) Vendors by all County Departments

Performance



	FY07	FY08	FY09	FY10	FY11	FY12	FY13	FY14
MFD ■	22%	18%	19%	16%	19%	18%	18%	18%
LSBRP ▲	19%	15%	17%	15%	20.3%	25%	25%	25%

The Story Behind the Performance

Contributing Factors

- Monitor departments contracting for compliance
- Provide outreach and assistance to raise awareness and assist with compliance
- Actively recruit eligible vendors and match their skills with department needs.

Restricting Factors

- Resistance from departments that see the MFD requirements as added time in the process
- Economic conditions which limit staffing which in turn limits intervention strategies

What We Propose to do to Improve Performance

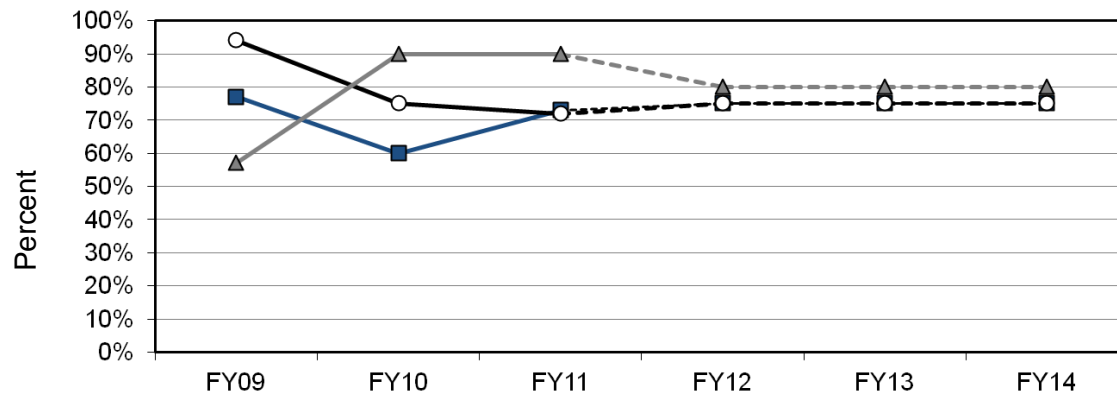
- Minority, Female, and Disabled Persons (MFD) Vendors
 - Annually increase the database to certified MFD firms
 - IMPLEMENT Compliance Software PRISM to help keep track of prime-sub-contractor payments and performance
 - Improve office productivity by implementing automation systems (e-form, web-based tracking system) on the internet
 - Improve MFD annual report, adding executive summary and other narrations
 - Make the MFD sector aware of competitive opportunities by expanding solicitation advertisement to targeted business sector lists and associations
 - Increase MFD growth by participating in outreach activities and publishing three articles for reprinting by trade and professional associations
 - Ensure contractors' compliance with MFD Plans
 - Complete reports monthly, quarterly, and annually within 30 days of the due date
 - Identify databases of MFD companies providing goods and services required by the county
 - Solicit bids and proposals from companies listed in those databases, in addition to providing links to these databases to prime contractors seeking MFD subcontractors.
 - Promote greater awareness and use of MFD businesses by county departments for informal and small purchases
 - In collaboration with Economic Development, identify resources that can provide assistance to MFD companies seeking to become more capable of competing for county business
 - Expand the number of recognized certifying programs (currently limited to MDOT certification) so as to broaden eligibility

- Eliminate the regulatory restriction requiring the use of existing contracts for <\$5,000.00 purchases thereby providing departments with more flexibility in small purchases and increased opportunity to small and minority businesses
- Promote the development of a virtual bulletin board to the local and minority business community to distribute notices of solicitation opportunities
- The <\$50,000.00 contracting activity was not previously tracked and may represent a significant level of contracting activity. The Business Relations and Compliance unit will begin tracking this information.
- To improve MFD participation the Business Relations and Compliance unit will:
 - Encourage increased participation in the competitive process by more widely advertising opportunities to the MFD business sector by collaborating with Federal and State MBE/DBE coordinators, chambers of commerce and ethnic publications to publish notices
 - Direct prime contractors to resources for identifying qualified business partners direct links on DGS website, special workshops, collaboration with DED
 - Provide more frequent education and training opportunities regarding familiarity with procurement policies and procedures, improved skills in proposal writing, and provide linkage to resources that help strengthen small businesses (financial, insurance, etc.)
 - Improve the quality and clarity of communication devices (website, literature, trade show displays, etc.) used to reach the business community and encourage participation
- Revise the solicitation template to require submission of the MFD subcontracting plan as part of bid/proposal review, but without it being formal ranking criteria. Currently, the MFD plan is not considered until after determination of recommended award. This minimizes the significance of the plan and pressures county staff to approve underutilization in order to not delay contract execution.
- Business Relations and Compliance unit will collaborate with departments to:
 - Promote MFD subcontracting with prime contractors performing work for the departments
 - Provide increased opportunity to MFD businesses when soliciting bids and proposals for informal solicitations
 - More diligently seek out MFD suppliers and service providers for small purchases
- Business Relations and Compliance Section will seek support from majority contractors and vendors:
 - To more diligently reach out MFD business when seeking qualified subcontractors by using already existing, extensive federal and statewide databases of MFD companies
 - To make available training and developmental resources identified by Department of Economic Development
- Local Small Business Reserve Program (LSBRP) Vendors

- Increase annually the support and number of training opportunities provided to departments, small businesses, trade and professional associations
- Propose necessary updates in the law and regulation that sunsets on December 31, 2012
- Improve office productivity by implementing automation systems (e-form, web-based tracking system) on the internet
- Improve office business process to enhance participation for the LSBRP program, such as recommending expended Self-Certification expires in 3 years instead of 1 year.
- Enhance the LSBRP website and computer database to statistical data to verify and periodically report departmental accomplishments and expenditures to local small businesses
- Annually increase the number of certified vendors in the Local Small Businesses Reserve Program
- Complete reports monthly, quarterly and annual reports within 30 days of due date
- Meet with vendors or Chambers to increase awareness of the LSBRP program

Procurement

Measure #9: Percentage of Procurements Completed in Agreed-Upn Time



		FY09	FY10	FY11	FY12	FY13	FY14
IFB	■	77%*	60%	73%	75	75	75
RFP	○	94%*	75%	72%	75	75	75
Construction	▲	57%*	90%	90%	80	80	80

Strategy to implement measures

- Procurement is collecting data on time estimates for individual contracts based upon the complexity of the contract, workloads within the Office of Procurement, and solicitation tracking database to collect both agreed to dates as well as actual dates into a single database. Proposed dates with departments will be based on reviewing each solicitation for complexity of the project, legislation it is subject to (Living Wage, Prevailing Wage, MFD), workloads within the Office of Procurement and Using Department, other offices involved. It will be categorized by the type of solicitation (Invitation for Bid (IFB), Request for Proposal (RFP) or construction based).
- Procurement is also tracking the actual time for IFB, RFP and construction based contracts which can be compared to the agreed to dates captured under the revised database stated above. Parameters have been set up to indicate events that may trigger a revision to agreed to dates while keeping within the agreed to “number of days” reasonable for each part of the process. It also has a built in reporting mechanism to take data entered and capture the percentage of time the agreed upon dates were achieved.

The Story Behind the Performance

Contributing Factors

- Streamline processes within the Procurement Office
- Newly Implemented Contract Administrator Forums
- Trained specialists
- Good collaboration and boilerplate templates and checklists
- Review of various reports to ensure movement in workflow
- Improved Internal Procurement Intranet dashboard to streamline workload management, reporting of data, and performance tracking.
- Streamline processes within using departments
- Trained contract administrators
- Good collaboration
- Adherence to regulations, policies and processes
- Improved communication between Procurement and client departments
- Advanced agreement on procurement strategy and revision of templates
- Cross Agency training advents

Restricting Factors

- Limited employee reward options
- Sometimes inconsistent guidance
- Challenges resulting from transition to Oracle

- LSBRP Legislative changes
- Morale and classification delays
- Budgetary and resource constraints with increased priorities
- Reduced training opportunities and networking due to budgetary constraints
- Departmental administrators not understanding impacts of legislative changes
- New staff and responsibilities in using department's and agency's contract administrators
- Departmental compliance with grant requirements.
- Protest/appeals, and other legal issues or ones with legal impact requiring multi-departmental collaboration and coordinated response

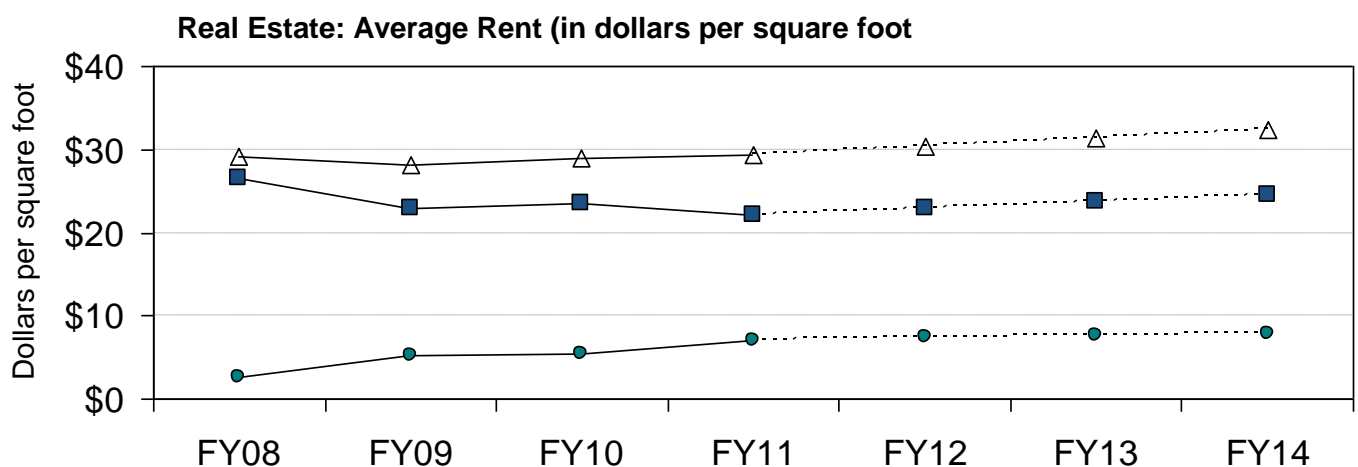
What We Propose to do to Improve Performance




- Continuation of Contract Administrator (CA) Forum to develop knowledgeable CA's, better versed in stages of the procurement process, regulatory requirements, and CA roles/responsibilities. Provide peer-to-peer networking and topic specific training.
- Finalize and distribute a Qualification and Selection Committee (QSC) Guide
- Continued Collaboration with Interagency Procurement Coordinating Committee (IPCC) focusing on cross-agency training and cooperative procurements
- Use technology solutions to track workload and cycle times to eliminate workload imbalance and improve responsiveness

Real Estate

Measure #10: County Rent vs. Average Market Rent for Leased Space

Performance



	FY08	FY09	FY10	FY11	FY12	FY13	FY14
Montgomery County 	\$26.48	\$22.87	\$23.55	\$22.18	\$22.93	\$23.71	\$24.52
Commercial average 	\$29.18	\$28.14	\$28.98	\$29.26	\$30.28	\$31.34	\$32.44
Difference 	\$2.70	\$5.27	\$5.43	\$3.26	\$3.37	\$3.49	\$3.62

The Story Behind the Performance

Contributing Factors

- Negotiating skills which leverage landlord sense of stability for leases with County
- Presenting the County as a very desirable tenant
- Availability of suitable space in some desired locations

Restricting Factors

- Shortage of available space in some desired locations
- Economic conditions such as rising market rates that encourage landlords to wait for better offer
- Which agency and the use being promulgated for the lease
- Shift to preferring environmentally friendly leases could cost more per square foot
- Leases must contain non-appropriation language, basically rendering every lease one year long. Now that we have exercised the termination on several leases, the problem has magnified.

What We Propose to do to Improve Performance

- Take advantage of economic conditions when appropriate to leverage lease negotiations.

Look to lease consolidations that will result in lower lease rates or fewer leases